

Handbook for Principals

2011-2012



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PRINCIPALS' DUTIES AND RESPONSIBILITIES

Legal Duties

The 1987 agreement between the recognised teachers' unions and the employing authorities set out the professional duties and responsibilities of all teachers. This agreement has been amended through further negotiations with the employers and set out below you will find the up-to-date position on principals' professional duties, as outlined in the Teachers' Terms and Conditions of Employment Negotiations (Northern Ireland) 1987.

Professional Duties

- A principal shall be required to carry out a range of professional duties in accordance with the school's policy and objectives as determined by the relevant body and shall obey the reasonable directions of the relevant body.
- Subject to the above, the principal shall be responsible for the internal organisation, management and control of the school.
- In carrying out her/his duties s/he shall consult, where this is appropriate, with the relevant body and the staff of the school.


The professional duties of a principal shall include:

1. Formulating the overall aims and objectives of the school and policies for their implementation.
2. Participating in the selection and appointment of the staff of the school.
3. (a) Deploying and managing all teaching and non-teaching staff of the school and allocating particular duties to them (including such duties of the principal as may properly be delegated to the vice principal or other members of the staff), in a manner consistent with their conditions of employment, maintaining a reasonable balance for each employee.

(b) Ensuring that the duty of providing cover for absent teachers is shared equitably among all teachers in the school, taking account of their teaching and other duties.
4. Maintaining relationships, as appropriate, with organisations representing teachers and other persons on the staff of the school.
5. Determining, organising and implementing an appropriate curriculum for the school, having regard to the needs, experience, interests, aptitudes and stage of development of the pupils and the resources available to the school.
6. Keeping under review the work and organisation of the school.
7. Evaluating the standards of teaching and learning in the school, and ensuring that proper standards of professional performance are established and maintained.

8. (a) Providing information about the work and performance of the staff employed at the school where this is relevant to their future employment.

(b) Participating in any arrangements agreed for staff development / performance review.
9. Ensuring that all staff in the school have access to advice and training appropriate to their needs, in accordance with the policies of the employing authority for the development of staff.
10. Ensuring that the progress of the pupils of the school is monitored and recorded.
11. Determining and ensuring the implementation of a policy for the pastoral care of the pupils.
12. Determining, in accordance with any written statement of general principles for him/her by the Board of Governors, measures to be taken with a view to promoting, among the pupils, self-discipline and proper regard for authority, encouraging good behaviour on the part of the pupils, securing that the standard of behaviour of the pupils is acceptable, making such measures generally known within the school, and ensuring that they are implemented.
13. In accordance with the policy of the relevant body having responsibility for good order and discipline on the school premises whenever pupils are present, including the midday break.
14. Making arrangements for parents to be given regular information about the school curriculum, the progress of their children and other matters affecting the school, so as to promote common understanding of its aims.
15. Promoting effective relationships with persons and bodies outside the school as may be approved by school authorities.
16. Advising and assisting the Board of Governors in the exercise of its functions, including attending meetings of the Board of Governors and making such reports to it in connection with the discharge of her/his functions as it may properly require either on a regular basis or from time to time.
17. Providing for liaison and cooperation with the relevant body; making such reports to the authority in connection with the discharge of her/his functions as it may properly require either on a regular basis or from time to time.
18. Maintaining liaison with other schools and further education establishments with which the school has a relationship.
19. Allocating, controlling and accounting for those financial and material resources of the school which are under the control of the principal.

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20. Making arrangements in cooperation with the relevant body for the security and effective supervision of the school buildings and its contents and of the school grounds, and ensuring (if so required) that any lack of maintenance is promptly reported to the employing authority or, if appropriate, the Board of Governors.
 21. Participating in the identification of areas in which s/he would benefit from further training and undergoing such training.
 22. Arranging for a vice principal or, if s/he is not available, other suitable person to resume responsibility for the discharge of her/his functions as principal at any time when s/he is absent from the school.
 23. Participating to such extent as may be appropriate having regard to her/his duties in the teaching of the pupils at the school, including the provision of cover for absent teachers.

The principal is also obliged to:

- Consider how far the duties of the principal may be delegated to any vice principal.
- Ensure that teachers at the school receive information they need to carry out their professional duties effectively.
- Ensure that newly qualified teachers, those returning after a break in service, have access to adequate support in their first years of service or resumed services.

(The scheme of management for each school sets out additional clarification on the role and function of the principal.)

COMPULSORY DOCUMENTATION / COMMUNICATION

The purpose of documentation in schools is simply to foster good practice.

The Education Reform (NI) Order 1989 requires that schools:

- issue a school prospectus (including a charging policy);
- have a scheme of management (issued by the education and library board / CCMS);
- publish the annual report of the Board of Governors;
- hold an annual meeting for its parents;
- make available documentation for examination to interested parties (including parents);
- issue an annual report of pupil progress.

The formulation of any or all of the above documents will require careful planning and must fit in with the priorities of a school development plan.

It is important that you try to become familiar with the board's scheme of management for your school. It provides useful information on legal requirements which you and your Board of Governors must fulfil.

ADMINISTRATIVE RESPONSIBILITIES

All principals and vice principals acting on their behalf are responsible for the administration of the school on a day to day basis. These include:

Monthly Returns

- **Permanent teacher returns / part time teaching staff (TR141(A) or (H))**

These are received monthly from DE.

Top copy to DE.

Second copy to BELB.

Third copy to BELB / LMS officer.

Retain bottom copy for school records.

- **Temporary teaching staff (TR140) for substitute teachers only**

These are in booklet form - retained in the school. (Order additional booklets from DE)

Top copy to DE.

Middle copies to BELB / LMS officer.

Retain bottom copy for school records.

- **Ancillary Staff**

Title	Form	Return Date
Clerical officer (secretarial)	L5	4 weekly cycle
Caretaker	L2	4 weekly cycle
Cleaners	L2	4 weekly cycle
Supervisory assistants	L9	4 weekly cycle
Dining hall attendants	L3	4 weekly cycle
Classroom assistants	L5	4 weekly cycle

Top copy to BELB / finance officer.

Bottom copy retained for school records.

Annual Statistics

These must be completed by the principal and are required in the autumn term.

Top copy to DE.

Copy to BELB.

Bottom copy retained for school records.

Teachers' Salaries Issues

Contact:

Department of Education

Teachers' Salaries Branch

Waterside House

75 Duke Street

Londonderry BT47 6FP

Telephone: 7131 9000

Ancillary Staff Wages Issues

Contact:

Belfast Education and Library Board

Finance Department (Payroll Section)

40 Academy Street

Belfast

BT1 2NQ

Telephone: 9056 4000

EDUCATION DEPARTMENT

CURRICULUM ADVICE AND SUPPORT SERVICE (CASS)

Paul Lawther

Assistant Senior Education Officer (Head of CASS)

Telephone: 9056 4036

Email: Paul.Lawther@belb.co.uk

The core function of CASS is to support schools in enhancing their capacity to develop effective and efficient learning organisations. Officers seek to achieve this by:

- having a pastoral oversight for all mainstream schools;
- helping schools to identify their individual educational support needs;
- initiating and supporting whole school management issues;
- supporting schools with beginning teachers and early professional development (EPD);
- providing management development opportunities for the principal, vice principal, senior and middle managers;
- offering a training and development programme for Boards of Governors;
- advising, where appropriate, schools in a range of policy and procedural issues.

Officers work to meet individual school needs within the context of the board's corporate plan and learning strategy. Emphasis is placed on systematic work through developing individuals and teams.

CASS plays a key role in advising and supporting schools in the implementation of departmental policy and initiatives eg:

- Every School a Good School (ESAGS);
- School Development Planning (2010);
- Count, Read: Succeed;
- Together Towards Improvement;
- the inspection process (and formal intervention process, if necessary);
- Assessing the Cross-Curricular Skills;
- Extended Schools;
- STEM (Science Technology Engineering Mathematics);
- Entitlement Framework (14-19 Curriculum);
- CRED (Community Relations, Equality and Diversity);
- NI Curriculum (2007).

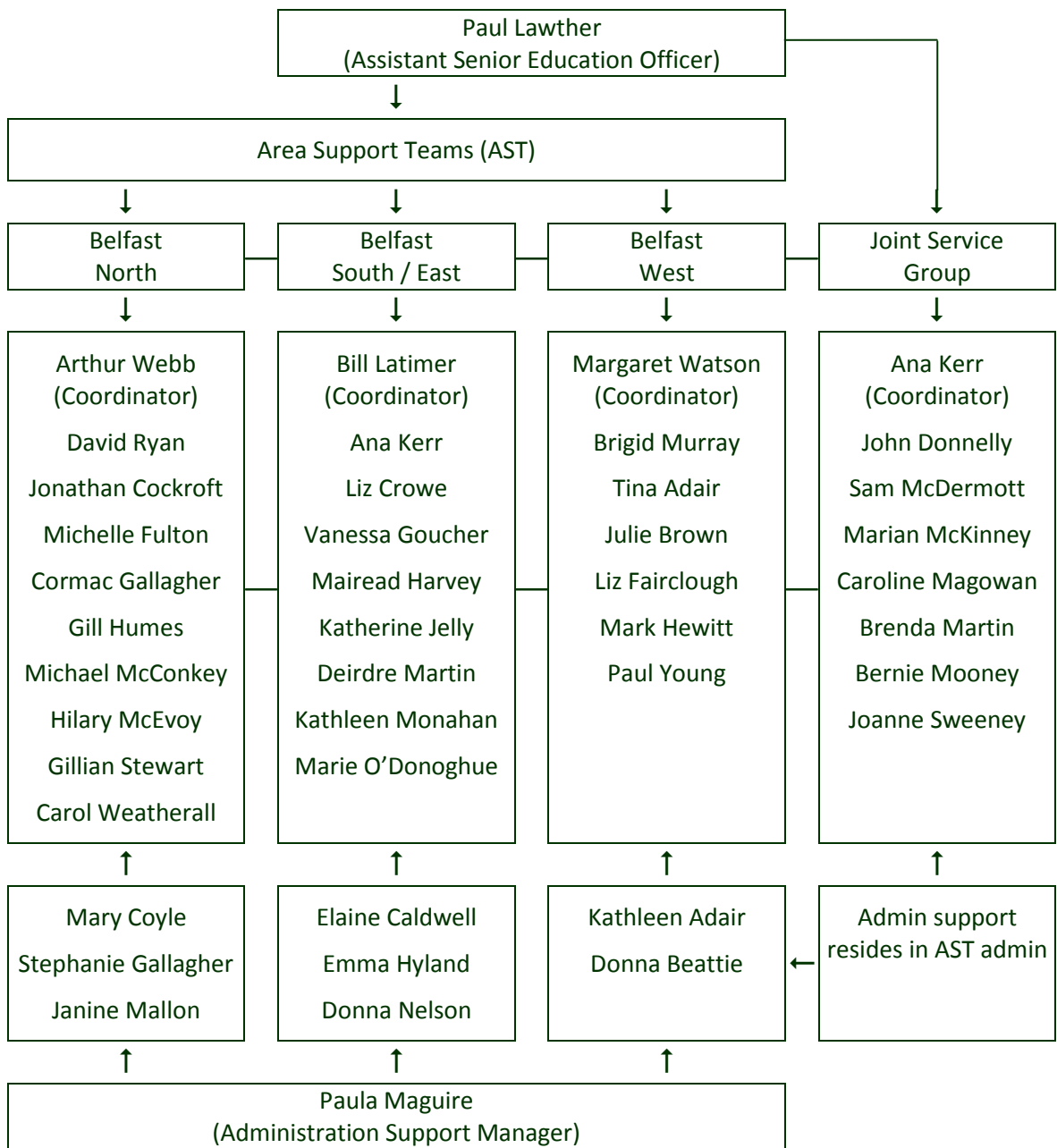
The CASS team is organised into 3 area teams in Belfast which are north, south/east and west. The area teams are led by:

North: Arthur Webb Telephone: 9056 4292 Email: Arthur.Webb@belb.co.uk

South/East: Bill Latimer Telephone: 9056 4042 Email: William.Latimer@belb.co.uk

West: Margaret Watson Telephone: 9056 4049 Email: Margaret.Watson@belb.co.uk

Organisational Chart – Curriculum Advisory and Support Service



LINK OFFICER

Each school in Belfast has a dedicated link officer to support them in the implementation of 'Every School a Good School'. Your link officer should be the first contact for any CASS issues.

The link officer's role is to ensure that the support offered is coordinated in a way that meets actual identified needs thus leading to enhanced achievement and attainment in each school.

The Link Officer Role and the Identification of Whole School and Staff Development Needs

The core focus of all professional development is to improve the quality of pupil learning. Staff development programmes should be aligned to meet both current and future learning and teaching priorities within each school. Each school's strategic development issues are expressed through a school development plan; this has been a statutory requirement since September 2005.

Schools are encouraged to consider a small number of whole school issues for staff development in any one year. This is due to the substantive outworking of staff time and additional resourcing with staff development programmes throughout the year.

The link officer will also work with the school, in particular with senior and middle managers, to develop a range of procedures for self-evaluation.

PASTORAL CARE EDUCATION SERVICE

This service is offered to nursery schools, primary schools, post primary schools, alternative education programmes and, where appropriate, the youth service.

The service has 6 main functions which include:

- 1. To help develop, update and revise drugs or RSE policies**
Policies and procedures are continually being developed and updated. Occasionally there are changes in the law. CASS officers are available to assist in designing and creating effective policies and procedures in the various sectors within the BELB.
- 2. To offer guidance on how to integrate personal development into the curriculum**
Help is available to understand what, how and where drugs and RSE fit in the timetable, and the content and approaches that are most effective.
- 3. To provide advice and support in relation to particular concerns / sensitive issues**
We offer support, advice or helpful referral procedures for difficult pastoral issues within education or in intervention with incidents.
- 4. To provide training for staff, Board of Governors and parents**
CASS officers are happy to negotiate a contract to design and deliver specific training on drugs or RSE for teachers, Board of Governors, parents and youth leaders. These will be evaluated to ensure the agreed learning outcomes are attained. Generally we do not carry out pupil / young people's training, but we can be available for specialised seminars.
- 5. To offer advice on appropriate resources and agencies**
Advice is available on the suitability, age-appropriateness, methodologies, resources and partner agencies available to the various services within the board area and beyond, or resources from the library service.
- 6. To help develop in-house support material**
Based on the best available research, various resources are being developed within the BELB and beyond suitable for a Northern Ireland context. Officers can be contacted and resources and associated training can be discussed, negotiated and made available.

If there is anything that you need around drugs or RSE not included above, please feel free to email or ring and discuss it with the board officers.

Other Pastoral Care Issues

For further help with a variety of pastoral care issues, support is available from the wider pastoral care team through the pastoral care adviser, Margaret Watson. Subjects covered include:

- pastoral systems;
- careers education information advice and guidance;

- counselling;
- personal development and mutual understanding (primary);
- personal development (post primary);
- relationships and sexuality education – RSE;
- drugs, alcohol and tobacco education;
- health promoting schools initiative;
- records of achievement / progress files;
- vocational education;
- learning for life and work.

Contact:

Margaret Watson

Pastoral Care / Vocational Education Adviser

Telephone: 9056 4049

Email: margaret.watson@belb.co.uk



RESOURCE CENTRES

FORTWILLIAM EDUCATIONAL RESOURCE CENTRE

Fortwilliam Educational Resource Centre (FERC) provides facilities and resources for all BELB employees. There are 6 resource centres within Fortwilliam:

- literacy;
- numeracy;
- ICT;
- video editing;
- creative and expressive;
- science and technology;

Each one of the resource centres operates their own lending system. It is therefore advisable to contact an appropriate CASS officer, all of whom are based in board headquarters, telephone 9056 4000 to arrange to borrow resources.

If you wish to avail of the video editing facilities you should contact Michael Gibson on 078 5473 5245 to arrange a suitable date / time.

All facilities / rooms are available for booking for training / meetings etc at no cost. Priority however, will be given to BELB curriculum advice and support staff.

Rooms / facilities should be booked through Jim Harrison, the centre manager on 078 5415 7804, at least one week in advance of requested date/s to ensure that all requirements are met. He can arrange, if required, for lunches and coffees etc to be provided.

FERC has a lift installed to enable easy access to all facilities for the less able bodied.

Centre Staff

Jim Harrison
Centre Manager

Telephone: 078 5415 7804
Email: jim.harrison@belb.co.uk

Michael Gibson
Multimedia Resource Technician

Telephone: 078 5473 5245
Email: michael.gibson@belb.co.uk

- Production of educational DVDs.
- Filming and editing.
- Motion graphics.
- Duplicating DVDs and CDs.

John Henderson
Technical and Design Technician

Telephone: 077 0945 7705

Email: john.henderson@belb.co.uk

- Short term loans of equipment.
- Technical support helpline.
- Advice on suppliers and materials.
- Technical assistance and support for all the desktop computers in Fortwilliam and for board officers' laptops.
- Configuration of computer facilities in the delivery of ICT dependent training courses.
- Support to schools in the BELB area relating to non-C2K network integration and laptop configuration.

ICT

Philip Martin
ICT Technician

Telephone: 078 5415 7707

Email: philip.martin1@belb.co.uk

ICT Facilities in Fortwilliam Educational Resource Centre

A number of facilities are available to support ICT:

- Multimedia;
- RM connect computer suite;
- 1 classroom 2000 Viglen computer suite;
- technical staff available to offer advice and support;
- broadband internet facilities;
- EPD and induction for beginning teachers;
- teacher professional development and INSET provision.

ULIDIA RESOURCE CENTRE

Ulidia Resource Centre provides inservice training facilities for teachers, and the resources of the BASE library service. The centre also incorporates the peripatetic support service and the education welfare service for south and east Belfast.

The board is determined to develop the best possible service to meet the training and resources needs of teachers under the requirements of the Education Reform Order and the local management of schools. The centre has had a lift installed to enable easy access to all facilities for the less able bodied.

Ulidia Resource Centre offers all forms of training required by personnel from schools, colleges and the board, including programmes for Boards of Governors.

Based in the centre is the:

- education and welfare service;
- peripatetic support service;
- BASE library service.

Booking a Room

When booking a room please state all your requirements and give approximate numbers for the meeting / course. Numbers for catering must be confirmed at least 2 days before the event. Should a meeting / course be cancelled 2 days' notice must be given otherwise the full cost will be incurred.

- Style of room – eg theatre style, groups of tables etc.
- Equipment needed – all rooms are equipped with a flipchart stand, overhead projector and screen, television and video and a data projector. Should you require the use of a slide projector or tape recorder you must request these when booking your room.
- Morning break – tea and coffee, with biscuits, is only served between 9.30 am and 10.45 am. At all other times people must help themselves.
- Scones – these are provided by the school meals service, from an external school, and must be requested when booking your room.
- Lunches – these are also provided by the school meals service and again must be requested when booking a room.

Contact:

Mary Corr

Centre Manager

9069 0350

Email: mary.corr@belb.co.uk

CHILDREN AND YOUNG PEOPLES SERVICES

BEHAVIOUR SUPPORT TEAM

The behaviour support team is a multidisciplinary team made up of experienced practitioners from the areas of:

- teaching;
- education welfare;
- educational psychology.

The behaviour support team provides pre-school, primary, post primary and special schools with concentrated support in developing strategies for promoting and sustaining good behaviour.

Whole School Approach

The team works with schools on long term projects to develop or review the whole school policies, to promote positive behaviour and to facilitate systemic change. A pre-requisite to the team entering into a contract with any school will be a commitment from the school to agree to working within a recognised philosophy of good working practice.


Advice to Schools

The team provides advice to schools on a wide range of areas and issues in relation to behaviour including team building, peer support systems, stress management, behaviour curriculum, anger management, anti-bullying approaches, involving and supporting parents. The team also offer advice, support and training to newly qualified teachers.

Training Packages

The behaviour support team can provide training in the following areas:

- anger management;
- anti-bullying (primary and post primary);
- behaviour management;
- behaviour plans;
- classroom management;
- critical incidents;
- conflict resolution;
- circle time;
- classroom assistant behaviour training;
- developing a whole school behaviour policy;
- developing teacher consultation groups;
- emotional literacy;
- enhancing lunchtime supervision;
- management issues;
- managing behaviour (beginning teachers);
- parenting talks;
- prevention of suicide and self harm;
- promoting mental health;
- risk assessment and risk management;

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- safe handling;
 - social skills training;
 - teacher stress;
 - helping children cope with separation and loss.

There are two types of referrals that can be made to the team

- Consultation referral (C1) – for support for individual /groups of pupils.
 - Referral for school support (R1) – for training, inset and school support.
- (Copies of referral forms can be obtained on the BELB website: www.belb.org.uk)

Making a Referral to the Behaviour Support Team

- The behaviour support team will only accept referrals from schools.
- Referrals to the behaviour support team from school principals can be accepted by telephone.
- Referrals to the team can be made by downloading and completing a behaviour support team referral form and returning this to the team.

All referral forms should be signed by the school principal. Completed forms should be returned to the board via:

Email: belb.bstreferral@belb.co.uk

Fax: 9056 4108

Post: Behaviour Support Team
Belfast Education and Library Board
40 Academy Street
Belfast
BT1 2NQ

EDUCATIONAL PSYCHOLOGY SERVICE (EPS)

The EPS is one of a number of children and young peoples' services (CYPS) provided by the board. The CYPS is managed by an assistant senior education officer (ASEO).

The primary function of the EPS is to assist in identifying the special educational needs of children and young people who may be experiencing difficulties and provide advice to teachers, parents and others on the type of special help a child may need in order to progress in education.

Educational psychologists can help by:

- assessing difficulties through testing, observation and discussion with the child, teachers and parents;
- helping schools implement the special educational needs (SEN) Code of Practice;
- giving advice to teachers and parents;
- providing counselling and guidance for the child;
- arranging extra support for the child in school (eg a specialist service to help with learning or behavioural difficulties);
- recommending statutory assessment (for 'statementing');
- contributing to reviews of the child's progress;
- providing information and training for schools on particular issues and how children may be supported.

The EPS also supports schools in responding to critical incidents and in particular through working with other professionals on the behaviour support team it provides training, advice and support relevant to social emotional and behavioural wellbeing.

The Structure of the EPS

The EPS is made up of just over 30 psychologists. The service is managed by a principal educational psychologist (PEP) and psychologists are organised into 3 teams covering the north, the west and the south and east of the city. Each of the 3 area teams is managed by a senior educational psychologist (SEP).

The service has 3 SEPs allocated specifically to social, emotional and behavioural issues and one SEP working in the area of autistic spectrum disorders. The SEPs who work with social, emotional and behavioural issues also work with the behaviour support team. Another SEP is attached to the initial professional training course for educational psychologists and another is responsible for supervision of trainees during practical placements.

How is a child referred to the EPS?

If the child is of school age this is normally done through the school, following discussions between the teachers and parents about the type of special help the school has already provided and the child's progress in response to that help. Most children below school age are referred by health and social care trust professionals.



When will the school refer a young person to the EPS?

Normally, children with special educational needs will receive special help from within the school without the need for outside advice and support. This is usually arranged by a teacher who has been given the title of special educational needs coordinator (SENCO) for the school.

Sometimes, however, a young person may not respond well to this special help, or he / she may have complex problems. In such cases, the SENCO will arrange a meeting between the teachers and parents to discuss the way forward. One of the options available at this stage is a referral to the EPS for advice.

The school must obtain parental agreement before a referral is made.

EDUCATION WELFARE SERVICE (EWS)

Education provides young people with the opportunity to prepare for life. The EWS is a specialist education support service which seeks to help young people and their families get the best out of the education system. We work in partnership with the young people, their families, the schools, other education services as well as statutory and voluntary agencies. Every school will have a named link education welfare officer (EWO).

The education welfare service also provides specialist support services to:

- young women who are pregnant or become mothers while still at school;
- children who are looked after or in public care;
- children / young people who are referred to the education welfare project team for time-limited focused work with individuals / groups;
- children and young people from the Irish Traveller community through the support of a dedicated education welfare officer;
- children and young people from the Roma community through the support of a dedicated education welfare officer.

Process of Referral

Where school attendance is a cause for concern the school, in the first instance, should consult with the parent(s) / carer(s). If concerns remain the school may advise the parent(s) / carer(s) of its intention to make a referral to the EWS. The education welfare officer (EWO) will contact the parent / carer and support them in addressing any underpinning issues. All EWOs work in a caring and supportive way in line with the professional standards and code of conduct set out by the Northern Ireland Social Care Council.

Child Protection Support Service for Schools (CPSSS)

The CPSSS is based within the education welfare service. There are 3 designated officers for child protection in the BELB who provide the Child Protection Support Service to Schools. The service is managed by the chief education welfare officer.

Services provided:

- a telephone helpline operating Monday to Friday, 8.30am – 4.45pm;
- training in child protection to designated school personnel including governors;
- professional support to designated teachers.

Helpline numbers:

9056 4289

9056 4107

Education Welfare Service Contact Details

Pamela Woods	Chief Education Welfare Officer	9056 4356
Margaret Monaghan	Deputy Chief Education Welfare Officer	9056 4031

Thérèse Moran	Designated Officer for Child Protection	9056 4393
Patricia O'Hare	Designated Officer for Child Protection	9056 4107
Vacant post	Designated Officer for Child Protection	9056 4289

North Team

Chris Brett	Senior Education Welfare Officer	9075 2499
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South and East Team

Roger Kelly	Senior Education Welfare Officer	9069 0360
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West Team

Dorothy Byrne	Senior Education Welfare Officer	90247966
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Project Team

Simon Cunningham	Project Team Coordinator	9024 6095
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The project team deals with referrals for school age mothers, Irish and Roma Travellers, the school liaison group, substance abuse and other social and personal development issues.

Looked After Children's (LAC) Team

Anne-Marie Bagnall	Senior Education Welfare Officer	9024 7654
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The LAC team deals with referrals across the BELB and SEELB for children and young people who are in public care.

OUTREACH CENTRE – MITCHELL HOUSE SCHOOL

Mitchell House School provides for the needs of children and young people with physical disabilities, some of whom may have associated learning and / or sensory difficulties.

The Mitchell House Support Service (MHSS) provides support to teachers in nursery, primary and post primary schools who have pupils with a physical disability enrolled in their school. Advice may be given on: teaching resources; risk assessments; ICT assessments; specialist software; classroom support eg specialised equipment; annual review; training eg manual handling.

If required, the support service can lend equipment to individual schools either to trial its appropriateness or until they are able to place an order.

On behalf of Belfast Education and Library Board, the school carries out assessments of the provision required to support children with disabilities in mainstream education and those transferring from primary to secondary level education. The service also supports pupils who have transferred from Mitchell House to mainstream schools.

The service is free to all schools. We offer telephone advice and are now providing web link support.

We will provide support and advice to: principals; SENCOS; class teachers; subject teachers; pupils; classroom assistants; general assistants; other relevant staff.

Comments on the Service

I would just like to thank MHSS for your advice and support which has enabled my child to stay in the local school working with a 1-1 assistant. It means so much to me. (Parent)

Dear MHSS, thank you for the things that you have given me. Love xx (Pupil in mainstream school)

I found the ICT support from MHSS very efficient. The staff are extremely helpful and friendly. They always come with different pieces of equipment and practical ideas. A rapport is built up with the children with follow-up visits made. They follow the child to post primary resulting in a smooth transition. (Primary school teacher)

To contact us:

- Telephone: 9076 8407 / 9078 6292
- Fax: 9076 0633
- Email: khancock486@c2kni.net
- Address: Mitchell House School
'Marmont'
Holywood Road
Belfast
BT4 2GT

PERIPATETIC SUPPORT SERVICE

Head of Service
Valerie Haugh
Telephone: 9069 0358
Email: valerie.haugh@belb.co.uk

The peripatetic support service is an amalgamation of teachers of the sensory impaired and teachers of children with specific learning difficulties.

- The peripatetic support service for pupils with a **visual impairment** supports children in the Belfast Education and Library Board with a range of visual needs.

The teachers within this service are qualified teachers with additional qualifications for teaching pupils with a visual impairment. Support is given to children with a visual impairment from the ages of 0-16. Children of preschool age are visited in their home, crèche or playgroup. School age children are visited in their mainstream school.

In addition the **Regional Vision Resource Base (RVRB)** is a new service funded by the Department of Education and hosted by the Belfast Education and Library Board which will support the Northern Ireland education and library boards' vision support services. The RVRB provides a transcription service that will create electronic and hard copies of adapted materials and a learning support service on issues such as equipment and technology. The resource base is managed by a qualified teacher of the visually impaired (QTVI) assisted by technical support.

- The peripatetic support service for the **hearing impaired** provides teaching and support for children from birth to 16 years within the Belfast Education and Library Board's area. Support and advice is also provided for parents. The teachers within this service are qualified teachers with additional qualifications for teaching pupils with a hearing impairment.
- The peripatetic support service for pupils with **specific learning difficulties (SpLD / dyslexia)** provides additional tuition for children who have been identified as having SpLD by the BELB educational psychology service. The teachers within the service have specialist qualifications within this area of special needs.

In addition the peripatetic support service operates a literacy resource centre based in Ulidia Resource Centre. Two senior peripatetic teachers are available to give advice to teachers and parents and offer a wide range of literacy materials for inspection. Cluster groups for SENCOs are facilitated through the literacy centre.

Opening times: Tuesday and Thursday (2.00 pm – 4.00 pm).

Support and training in **all specialist areas** is available on request to the head of service.

OPEN ENROLMENT

Open Enrolment Procedures

Legislation gives parents the right to express a preference as to the primary school or post-primary school which they wish their child(ren) to attend. The Belfast Education and Library Board has put in place arrangements to enable parents, resident within the board's area, to state preferences and to seek a place in their preferred school.

Further legislation was also introduced as part of the Education (Northern Ireland) Order 1998 which set out requirements for the admission of children to pre-school education in grant aided schools and private / voluntary groups within the pre-expansion programme.

Details of the procedures for open enrolment / transfer in each school sector are published in the board's booklets which should be published by December 2011.

Open Enrolment in Nursery Sector

Open Enrolment in Primary Schools

Transfer from Primary to Secondary Education

These booklets for admission to schools in September 2012 are available from school principals, board branch libraries or can be downloaded from the board's website – 'parents and students / enrolment'.

The Department of Education normally issue circulars to each sector in September 2011 for admission of children in September 2012. These can be downloaded from www.deni.gov.uk

Should you require any further information on transfer or open enrolment procedures you should contact the board's transfer / open enrolment officer on email: patricia.hughes@belb.co.uk

BASE EDUCATION LIBRARY SERVICE

Telephone: 9069 0355 / 9069 0371
Email: base@librariesni.org.uk
Opening hours: Monday – Friday, 9.00 am – 5.00 pm

This is a shared service between the Belfast and the South Eastern Education and Library Boards located in the Ulidia Resource Centre. Operating as part of CASS BASE works with schools within the context of the board's corporate plan and learning strategy.

Advisory and Support Services

BASE provides advice and training on all aspects of developing and managing school libraries including library planning, design and furnishing. The team provide professional advice on information literacy skills, literacy promotion and reader development assisting schools to enable pupils to become independent learners.

Advice and support are also available on the use of information technology and e-learning within the library and to encourage collaboration between schools.

Practical help is available to create a library which is inviting for pupils and teachers.

BASE staff support in-service training, parenting initiatives, and book promotion activities. Display collections can also be provided to support events or training.

Resources

Carefully chosen resources are available to schools to support teaching and learning as well as encouraging reading for pleasure. Professional advice is available on selecting the most appropriate books for your pupils, along with more general information on children's literature and current publishing trends.

Loan collections are available to primary, nursery and special schools. A proportion of these resources may be exchanged annually to give pupils access to the newest and best children's books.

Post primary schools receive a per capita allocation to purchase their own resources from an exhibition collection or by individual orders.

Additional resources may be borrowed to support project work in the classroom. These are tailored to meet individual needs and may include books, posters and audio-visual material. This material is delivered to and collected from the school.

The teachers' library provides a selection of material including SEN and careers resources, fiction files and government publications, for loan or consultation. Two computers are also available providing access to the librariesni network and the internet.

Teachers and librarians are welcome to visit Ulidia Resource Centre. Please ring to book an appointment.

FINANCE DEPARTMENT

The department is led by David Megaughin (david.megaughin@belb.co.uk) chief finance officer.

The senior team comprises the chief finance officer supported by the following officers.

Joanne McKenna (joanne.mckenna@belb.co.uk) the financial accountant has responsibility for financial accounting, accounts receivable, income generation and payroll.

Nigel Vance (nigel.vance@belb.co.uk) the management accountant has responsibility for management accounting, LMS and accounts payable.

Angela Evans (angela.evans@belb.co.uk) the LMS accountant has responsibility for school budgets and planning.

Marion McGibbon (marion.mcgibbon@belb.co.uk) the strategic partnering accountant has responsibility for the financial aspects of strategic partnering.

Gordon Jackson (gordon.jackson@belb.co.uk) the IT manager has responsibility for information technology, reprographics, freedom of information and data protection.

The various sections of the finance department are shown below.

Accounts Payable

Amanda Caldwell (amanda.caldwell@belb.co.uk)

This section is responsible for the payment of invoices, and travel and subsistence claims. Each year the board makes approximately 60,000 payments to suppliers. The majority of payments are made via the Bank Automated Clearing System (BACS), directly into suppliers' bank accounts. The board, in line with other government departments and agencies, has to comply with the code on prompt payment.

Cash Office

Bridgh Rice (bridgh.rice@belb.co.uk)

This section distributes cheques and BACS advice to suppliers to ensure that they arrive on the due date, issues receipts for and lodges all monies received by the board at its HQ.

Financial Accounting

Maria Buden (maria.buden@belb.co.uk)

This section is responsible for the board's general ledger and for the issue and control of invoices raised by the board in respect of monies due from external sources.

Freedom of Information (FOI) / Data Protection (DP)

Liz Johnston (liz.johnston@belb.co.uk)

This section is responsible for ensuring that the board fully complies with all FOI and DP legislation. This includes providing staff training in the appropriate management of information processed or stored by the board, and also in processing requests from third parties for access to board information.

Income Generation

Judith Campbell (judith.campbell@belb.co.uk)

This section is responsible for generating external funding in support of educational programmes and activities. Whilst each school has a core budget to support the educational requirement, there is never sufficient funding available to satisfy the total need. The section works closely with schools and the youth service to identify projects for which external funding may be available and prepares proposals to the funding agencies and bodies.

Information Technology

Brian McMaster (brian.mcmaster@belb.co.uk)

The networking and security section is responsible for maintaining the network infrastructure required to enable the board's ICT facilities to function in a secure and stable environment, including board headquarters and 6 out-centre locations.

Richard McKee (richard.mckee@belb.co.uk)

The applications development and support section is responsible for maintaining the board's various ICT systems eg payroll, human resources, student awards, pupil services (grants and benefits, welfare, SEN, psychology, school transport, Boards of Governors etc), board website, intranet, and microsoft office applications as well as all desktop PCs and laptops.

Local Management of Schools (LMS)

Jean McKeown (jean.mckeown@belb.co.uk)

This section allocates the funding to individual schools, based upon an agreed formula. It also provides a budgetary control function for schools with fully delegated budgets and special schools with limited delegation.

Monthly budget and expenditure reports are issued to schools and the section undertakes monthly monitoring of school actual expenditure against the planned budget. Staff in LMS provide advice and guidance to school personnel on any aspect of school budgeting, monitoring and financial planning.

Management Accounting

Gerard Brennan (gerard.brennan@belb.co.uk)

This section is responsible for all aspects of internal budgetary control. Financial and budgetary planning are key aspects of its work. The board has an annual budget of more than £200m, and management accounting is responsible for controlling expenditure and reporting to budget holders. This is done monthly on an ongoing basis, with budget monitoring and expenditure reports being produced and distributed to the various budget holders. The boards fixed asset register is maintained in the management accounting section. This system holds a record of all board assets in excess of £3,000.

Payroll

Sam Simpson (sam.simpson@belb.co.uk)

This section is responsible for the payment of approximately 6,500 board staff through 4-weekly and monthly payrolls.

PROCUREMENT OF GOODS AND SERVICES

As a public body, the board has a responsibility to comply with EU regulations on public procurement, UK procurement legislation, board standing orders and Northern Ireland Central Procurement Department guidance on good practice in public procurement. All public expenditure (which includes spend from schools' delegated budgets) must be subject to compliant tendering and contract award processes. All your purchases are made on behalf of the board and must be in accordance with the board's procurement procedures.

Following open, competitive and transparent tendering procedures, the board has awarded contracts for a range of goods and schools must use these contracts when any goods or services are required.

The board has the responsibility to ensure propriety and regularity of the spending of public finances allocated to it. Instances where schools operate outside of agreed contracts are noted and reported to internal audit. Not using board contracts where appropriate can leave the board vulnerable to claims for legal damages from suppliers who were awarded the contract or from potential suppliers who did not get an opportunity to tender. Any subsequent damages or legal costs would have to be met by the school.

Hard copies of all contract schedules for goods and services have been issued to schools and are available on the ELBCat secure website to which all schools have access – if you need a log-on and password for ELBCat please contact the procurement section.

If you are unable to find what you need on a contract please ring the board's procurement section for advice. Any expenditure over £1500 that is not covered by a contract requires a tender process and because of the complexity around tender processes you are advised not to do this yourself but to contact the procurement section.

If there is only one supplier for a product or service over £1500 that is not covered by a contract or if for any other reason tenders cannot be invited, the expenditure is deemed to be a single tender action (STA). The Department of Education requires the board to keep a written record of all STA's and to make an annual return on all such transactions. You are strongly advised to contact the procurement section if you think that any order is a single tender action.

A contact list of procurement staff available to give advice on all of the above is included on next page.

Procurement Staff Contact List

Procurement	Procurement Officer	Catherine Burnett	9056 4212	Catherine.Burnett@belb.co.uk
Contracts	Tenders / Contracts Officer	Pamela Rea	9056 4217	Pamela.Rea@belb.co.uk
Contracts / Orders	Contracts Officer	Alastair Graham	9056 4329	Alastair.Graham@belb.co.uk
Orders	Executive Officer	Zara Murray	9056 4136	Zara.Murray@belb.co.uk
Orders / Contracts	Senior Clerical Officer	Heather Hastings	9056 4216	Heather.Hastings@belb.co.uk
Orders / Contracts	Senior Clerical Officer	Mark Connolly	9056 4328	Mark.Connolly@belb.co.uk
Orders / Contracts	Senior Clerical Officer	Stephen Downey	9056 4328	Stephen.Downey@belb.co.uk
Relocations	Relocations Disposals Officer	George Hull	9056 4410	George.Hull@belb.co.uk

TECHNICAL AND SERVICES DEPARTMENT

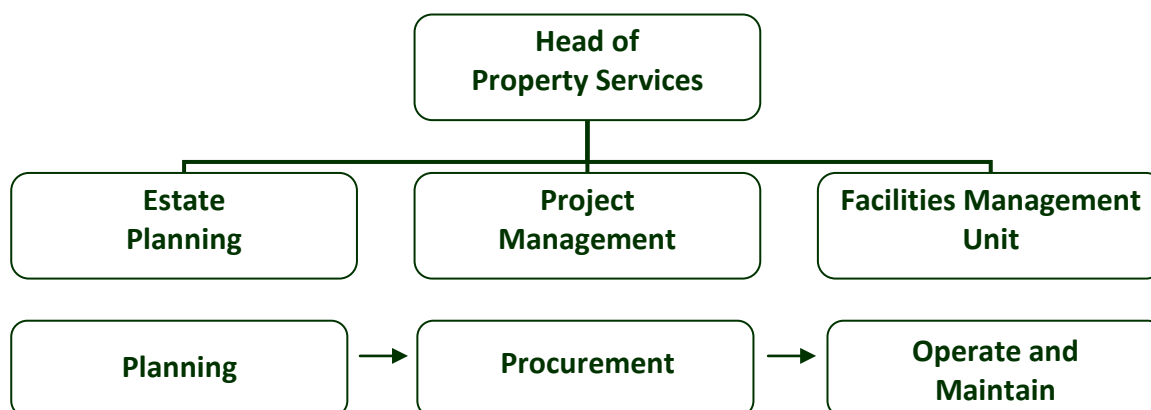
Property Services

The technical and services department is headed up by the chief administrative officer, Patricia Mellon (telephone number 9056 4151).

Property services is located within the technical and services department and is responsible for the building of new schools and youth clubs in the Belfast Education and Library Board's area; it also delivers a facilities management service to all board properties. The unit, headed up by William McIntaggart (telephone number 9056 4032), has been restructured in recent years to streamline service delivery and achieve efficiencies and value for money across all the services provided.

Property services is divided into 3 units that are in line with the lifecycle of a typical built asset. The 3 units are (1) estate planning and development, (2) capital development and (3) facilities management.

Property Services Organisation Structure




- Three integrated workstreams.
- Interdependent on each other.
- Holistic / efficient approach to estate management.

Estate Planning and Development Unit

The planning and development unit of property services is responsible for identifying, planning and prioritising all development works to the board's entire estate including schools, youth and ancillary support centres. This unit is headed up by Mark Batchelor (telephone number 9056 4171) who leads a team of development officers, surveyors, planners and technicians. The key areas of operation within the unit include:

- asset management;
- strategic and area based planning;
- feasibility studies;
- economic appraisals;
- land acquisition and disposals;
- management of the strategic partnership.



All major capital projects eg new school buildings or significant refurbishment schemes and extensions with values in excess of £500k are identified, planned and prioritised within this unit in consultation with the relevant school stakeholders.

A feasibility study is initially prepared to confirm that each project is viable. The board then seeks approval from the Department of Education to prepare an economic appraisal for each specific project. The department consider the viability and relative priority of each project and also the availability of capital funding in the financial years during which the project will be carried out before approving the preparation of an economic appraisal.

Completed economic appraisals are reviewed for approval by the Department of Education and in the case of high value projects, by the Department of Finance and Personnel. On approval of the economic appraisal, the project is transferred to the capital development unit for design development and procurement.

This unit also manages the board's strategic partner, Amey FMP (Farrans, Pattons and H&J Martin). The strategic partnership agreement is a 7 to 10 year contract that was established to modernise the boards estate and to contribute to the wider regeneration of Belfast as a whole through the provision of enhance community facilities.

Capital Development Unit

The capital development unit is responsible for the development, delivery and completion of all major and minor projects works projects / schemes. This unit is headed up by Geoff Connor (telephone number 9056 4160) who leads a team of project managers, quantity surveyors and clerks of works.

This function is also responsible for providing the quantity surveying services required to operate the measured term contracts (MTC) managed and delivered in the facilities management function. This function also manages all procurement of capital works through the strategic partnership.

Major Works

Major works are new-build, refurbishment schemes and extensions to schools, school meal kitchens, youth clubs and board ancillary support buildings with a value in excess of £500k. All major works projects are carried out by the board's strategic partner.

Minor Works

Minor works include all capital projects with a maximum value not exceeding £0.5 million. These projects can be carried out by either the board's strategic partner or MTC contractors.

The Facilities Management Unit

The unit is headed up by Joanne Ramsay (telephone number 9056 4463) who leads a team of officers who are responsible for providing a range of key support functions to schools.

These functions are detailed below:

- building and grounds maintenance;
- mechanical and electrical maintenance;
- building cleaning service (BELBCLEAN);
- education catering service;
- health, safety and security;
- administration support incorporating the legal and claims service;
- PPP contract management.

FM Service Provision

Maintenance

Responsible for the maintenance of buildings, grounds, mechanical and electrical units throughout the board estate, including energy efficiency and environmental hazards. The level of the maintenance service provided to a school is dependent on the sector to which it belongs.

Controlled Schools – Owned and funded by the board and managed through Boards of Governors. The board is the contracting authority for capital projects in this sector and are the direct providers of maintenance and facilities management services to these schools.

Maintained Schools – Owned by trustees and are managed through Boards of Governors. The running costs of the schools are funded through the board and capital projects are procured, managed and funded directly by the Department of Education. Maintenance and facilities management services are provided by the board.

Irish Medium Schools and Grant Maintained Integrated Schools – Owned by trustees and are managed through Boards of Governors. The running costs of the schools are funded through the board and capital projects are procured, managed and funded directly by the Department of Education. Maintenance and facilities management services are provided by the board.

Administration Unit

The HELPDESK is an integral part of this section; all calls in relation to maintenance requests should go through the helpdesk telephone number 9050 7508. The section also handles accounts, documentation relating to quotations and tenders and general office administration including processing of invoices.

All issues in relation to legal and insurance matters are also dealt within the section with the assistance of Bill Harper from the SEELB who deals with litigation and insurance claims. He works with the board's legal advisers to provide a professional response to the public liability claims made against the board.

Education Catering

The section is headed up by Janet McAlister (telephone number 9056 4074). This section is responsible for the provision of school meals to schools within the board area providing up to 16,000 meals each day. The service also provides breakfast, break service and catering for functions to schools and other locations.



Building Cleaning

The section is headed up by Gary Keenan (telephone number 9064 8989). This section is responsible for the provision of a cleaning service, as well as an advice and support service to all board properties (BELBCLEAN). BELBCLEAN also deliver extensive training programmes for school building supervisors and cleaners.

Health, Safety and Security

The section is headed up by Brendan O'Reilly (telephone number 9056 4162). The section is responsible for the provision of a health, safety and security advice and support service to all schools.

Contract Management

This section is responsible for the management and monitoring of the PFI contracts which cover the provision, operation and maintenance of 7 of the board's largest school buildings.

Transport

The section is headed up by Brian Chambers (telephone number 9056 4134). The transport section is one of the most public facing services operated by the board. The section deals with the transport of children to and from school and also issues pupils' travel passes, delivers school meals and has responsibility for school crossing patrols. The functions of the transport section are:

- home-to-school fleet which caters for children in the special education sector;
- drivers and escorts;
- transport provision for the youth service;
- management of privately contracted bus and taxi services.

HUMAN RESOURCES

Role and Function

The human resources section plays a leading role in all human resources matters to ensure that the board's objectives supporting the overall vision and priorities of the board are achieved.

Our aim is to ensure the board complies with best practice and legislative requirements in all areas of human resource management including equality, resourcing, employee relations, training and development, and staff welfare.

In providing advice and support it is our aim to develop positive working relationships with managers, principals, staff and Boards of Governors.

Recruitment

A significant area of the board's human resources activity is centred on employee resourcing to ensure the board recruits, deploys and develops staff of the highest quality. This includes work focussed on the advertising and appointments process ensuring best practice and adherence to legislative requirements. Contracts of employment, relevant checks and payroll administration for those recruited form a major part of this work.

Employee Relations

The employee relations section of human resources provides professional advice and support to line managers and Boards of Governors in respect of handling cases in accordance with relevant grievance, disciplinary and bullying and harassment procedures. The section supports managers and Boards of Governors in presenting cases at independent appeals and industrial tribunals.

This section also provide advice and support to staff and managers with regard to family friendly policies, including job share, flexible working etc, and redundancy procedures.

In addition this section provides professional and administrative services in the areas of managing attendance, welfare, pension and maternity provision and retirements.

This section also administers the payroll function for all support staff in the boards employ.

Contacts

Mrs Linda McGowan
Human Resources Manager
Telephone: 9056 4124

Mr Mervyn Cooke
Deputy Head of Human Resources
Telephone: 9056 4307

SCHOOL CATERING SERVICE

The school catering service within the Belfast Education and Library Board employs some 700 staff working in 160 schools across Belfast. Each day we serve approximately 20,000 meals to children in nurseries, primary schools, special schools and post primary schools. Although our primary function is to serve schools lunches, a breakfast and break service is available if required. We also provide a catering service to staff in board headquarters and the central library and can cater for any special events in schools such as open evenings and official openings.

School Food – Top Marks

Standards for all sources of food served in schools including vending machines and tuck shops were developed under the school food top marks programme. The following documents were distributed to schools to assist with this:

- Nutritional Standards for School Lunches;
- Nutritional Standards for Other Food and Drinks in Schools;
- School Food: The Essential Guide.

A Whole School Approach

The Department of Education is working with partners towards its strategic objective of improving the health of children. School provides a key setting in which to influence food choices made by pupils of all ages and school meals make a vital contribution to the dietary intake of school children. It is important that we work together to improve the uptake of school meals. Schools are advised to develop a whole school food policy which involves all stakeholders and reviews links between the curriculum and food provision in schools. More information in relation to this is available in the publication School Food: The Essential Guide. The school catering service welcomes any opportunity to work with schools to develop a whole school approach. Parent and pupil involvement is especially helpful and influential in this area.

Service Provision

All menus comply with the required nutritional standards. We can also meet the needs of children who have a special dietary requirement for medical or religious reasons.

Customer Feedback

Feedback from all our users is an important way to gauge how well we are performing. We value the comments from principals and we would try and involve them as much as possible in any decision making. As part of our monitoring process we actively seek to speak with principals. If for any reason you are unhappy about the standard or quality of service in your school then we would ask you to contact the respective area manager or Janet McAlister, catering manager, email: janet.mcalister@belb.co.uk

We value your comments and for more information about the complaints procedure please refer to the document 'Our Standards' in the publication sections. More information about the school catering service can be found on the board website. www.belb.org.uk/HQServices/catering.asp?sm=20





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